



INTERVIEW GUIDE

One of the best things to ask hiring managers is,

“HOW DO YOU HIRE?”

Their answers are always insightful because after years of interviewing countless job candidates, they have learned the best approach to help them get right to the core of who a candidate is and how they will work with a team.

Learn these strategies to help you go beyond the polished resumes, pre-screened references, and scripted answers to hire more creative and effective members for your team. If you are on the other side of the job hunt, you can gain insight on what your interviewer is really looking for in a candidate.

ALWAYS BEGIN WITH A PHONE INTERVIEW

Why waste your time or the candidates' time by having them come to meet you for the first interview? A phone interview will give you the opportunity to get a sense of each candidate and really decide if you would like to invite someone for an in-person interview.

AVOID THE STANDARD JOB INTERVIEW

Use these basic principles to avoid the common pitfalls of an interview.

A typical job interview isn't much more than a social call with some predictable choreography. A conference-room meeting, a pristine resume, and the standard questions: Where do you want to be in five years? What do you consider your biggest failure? What are your strengths and weaknesses?

Add in some small talk. Maybe the candidate and the interviewer have something in common, like a school or an acquaintance from an earlier job. The candidate seems good, and the references check out, so an offer is made.

Then, a month later, the new hire misses an important deadline or starts complaining about work. Cue that sinking feeling: You start wondering if hiring this person was a mistake.



There is a better way. Here are three principles that can help you hire the right person and find the *"Right Fit"*:

- 1 BE CREATIVE:** Every candidate will be prepared for commonplace interview questions. Find new ways to really understand how a person thinks.
- 2 BE CHALLENGING:** Put the candidate in situations where they are more likely to show their true selves.
- 3 ALLOW YOUR EMPLOYEES TO HELP:** You are not the only person who is going to have to work with this candidate. There is likely already a team of employees you trust that will have to interact with him or her every day. Their opinion should matter.

GET AWAY FROM YOUR DESK

You will have a much better sense of your candidate if you get them out from behind a desk and watch how they behave. You will be able to get a good sense of whether you want to be working with somebody when you walk them through the workplace.

As you are sizing up candidates, there are two key qualities to check for:

- 1** Is the person genuinely interested in the work of the organization?
- 2** Do they treat people as equals, regardless of their title?
- 3** Are they asking questions about what everybody does and how things work?

If you take them out of the office or conference room to see how they interact with others, you will get a better sense of their personality.

HIRING THE RIGHT FIT



THROW SOME CURVEBALLS

Unusual questions will get candidates to dig deep and provide insights into what makes them tick. Here are some unusual questions that will reveal a lot about a candidate. ►

WHAT IS YOUR NATURAL STRENGTH?

ANSWER:

A person's natural strength is not about their current title or what they studied in college. It is a particular skill or ability that, for them, comes as naturally as breathing, but others may find difficult. Other ways to ask this question: If everybody is in the top-5 percentile of the world at some skill, what is yours? The goal is to find out if their **"Natural Strength"** relates to and has the potential to enhance the position you are hiring for.

WHAT IS THE BIGGEST MISPERCEPTION PEOPLE HAVE ABOUT YOU?

ANSWER:

The answers to this question will reveal a candidate's level of self-awareness. Do they know how they come across to others, even in ways that may not be a true reflection of who they are? This can also be a bit of a trick question, too, because what really matters is how people perceive you – in a sense, there is no such thing as misperception; in this context, perception is reality. Here is what to listen for with this approach: It is a combination of how self-aware people are and how honest they are. If someone is self-aware, then they can always continue to grow. If they are not self-aware, it is harder for them to evolve or adapt beyond who they already are.



If you would like to research other unique questions,

Google IS YOUR BEST FRIEND.

There are some unique questions available at your fingertips.

10 TIPS FOR INTERVIEWING SELECTED CANDIDATES

The job interview is the most familiar aspect of hiring and the single most useful tool in the entire selection process. It presents insights about the candidate that you cannot get from a resume or reference check. An interview that is skillfully planned should produce the information your committee needs to make an intelligent hiring decision.

Your committee should also remember that an interview is a two-way street and while your committee is evaluating a candidate, a candidate is evaluating you, your committee, the job, and your facility.

Members of your selection committee may have considerable experience in conducting job interviews at all levels. Nonetheless, here are 10 tips for successful interviewing to help your facility's executives find the best prospects for the role:

- 1 Put applicants at ease by making each feel welcome before their interview begins by offering candidates water, tea, or coffee. Engage in relaxing small talk to ease the tension for the candidate and to establish a comfortable rapport.
- 2 Conduct the interview in a room that is quiet and free from disruptions. Make sure you give each candidate your undivided attention by avoiding phone calls or conversations with anyone other than committee members. Do

not schedule an interview at a time or place that will not allow for a proper presentation - you owe the applicant and your committee a professional approach to filling this important position.

- 3 Come to the interview fully prepared by reviewing background material on the candidate beforehand. Approach each interview with a sense of purpose and fairness, determining what specific questions you want answered before the meeting. Each member of the committee should have a copy of the list of questions to be asked. The committee chairperson should direct the interview to ensure that information is covered in an organized, timely manner.
- 4 Writing down impressions of the applicant while the person is speaking may increase the candidate's anxiety. It may be comforting to the applicant for you to indicate at the beginning of the interview that you will be taking notes throughout the process.
- 5 Start the interview by asking general questions about the applicant's golf background and work experience. Ask open-ended questions so the candidate expands on their answers and does not simply say yes or no. Pause briefly after the candidate answers a question to give them an opportunity to clarify or elaborate. Most importantly, take good notes of the candidate's answers and any thoughts or feelings you have in the moment.



- 6 Review the job description with the candidate, explaining what your facility regards as priorities for the PGA of Canada professional role. Ask each applicant to then present his or her plan for directing operations in these areas. Move from topic to topic, controlling the interview to prevent any abrupt changes in mood or pace. It is important to include situational and behavioural questions so that you will be able to assess a candidate's judgment and how they handle themselves, as well as their emotions in certain situations.
- 7 Show complete interest in the candidate - never imply criticism or over-enthusiastic agreement with what is being said. Listening is a major component of interviewing. A good rule of thumb is the applicant should be talking about 75 percent of the time. Committee members should listen with all their concentration and try to evaluate what they hear with an open mind.
- 8 Persuade candidates to talk about themselves. Listening closely to their answers may reveal not only the facts, but the emotions and feelings surrounding the facts. If an answer to a question is vague or unclear, steer the candidate back to the question pleasantly, but firmly, to get the information you need.
- 9 Close the interview politely with words such as, ***"Are there any questions you would like to ask the committee?"*** The response to this often helps shed light on the candidate's understanding of what was discussed in the interview.
- 10 Do not cut short any interviews with candidates who are clearly not qualified for the role. You must provide a fair and equal process for

each candidate. Ask each person the same questions and provide the same opportunity for each candidate.

After an initial job interview is over and the candidate leaves, committee members should stay in the meeting room to evaluate the candidate as a group. What are the applicant's strengths and weaknesses? Does the applicant have the knowledge, skills, and personality to fulfill the requirements of the role? Are the applicant's plans satisfactory for meeting the needs of the facility in areas like teaching, promotion, and merchandising? Is the candidate the right fit?

These findings will determine whether a candidate will be asked to return for a second interview or be offered the position. Once the final set of interviews has been conducted, your committee should be well-prepared to hire a new PGA of Canada professional.

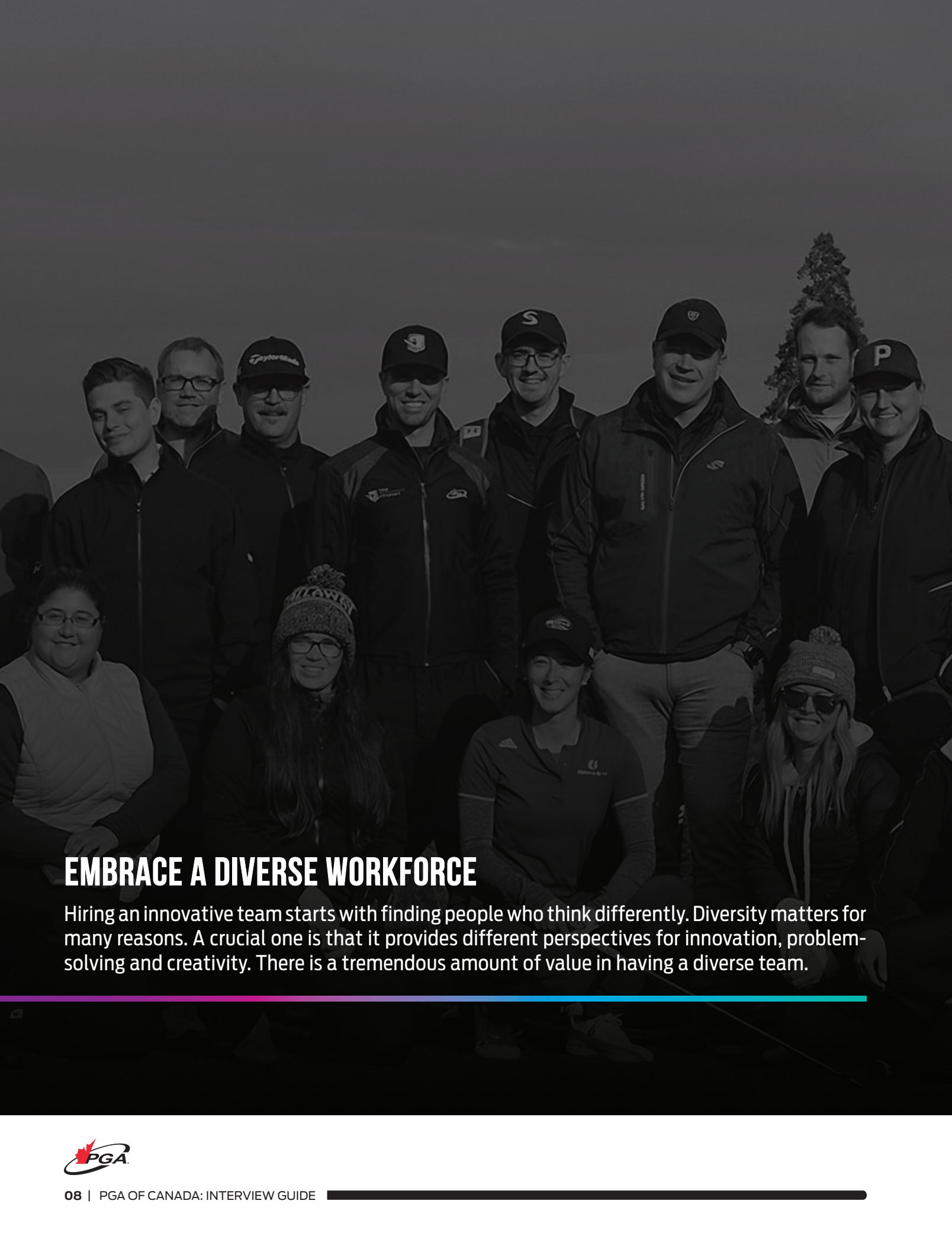
ALWAYS HAVE A SECOND AND MAYBE A THIRD INTERVIEW

Involving colleagues in subsequent interviews and talking about a candidate can help you confirm your perceptions or prove you wrong. Even if you think you are the best judge of character, always take the time to get more opinions because we all have blind spots. If you have multiple interviews, you will see consistencies and/or inconsistencies in your candidates, which can help make your decision.

LOOK AT SOCIAL MEDIA PROFILES OR PERSONAL WEBSITES

To gain further sense of your candidate, check their social media pages such as LinkedIn, Facebook, Twitter, and Instagram, or a personal website to help you understand more about what the candidate is like as a person.





EMBRACE A DIVERSE WORKFORCE

Hiring an innovative team starts with finding people who think differently. Diversity matters for many reasons. A crucial one is that it provides different perspectives for innovation, problem-solving and creativity. There is a tremendous amount of value in having a diverse team.



A diverse workforce is more likely to understand your customers' needs and come up with ideas to fulfill them. Diversity in the workplace will also increase employee morale and instill a desire to be more effective and work more efficiently. This will greatly increase the productivity of your business.

HOW DIVERSITY IMPROVES THE WORKPLACE

- A study of over 1,700 companies, organizations with a diverse leadership team had 19% higher revenue on average than companies with less diverse leaders. (*Boston Consulting Group*)
- 75% of organizations with frontline decision-making teams that have diverse members and embrace inclusive strategies will exceed financial targets. (*Gartner*)
- More than 77% of job candidates consider a company's culture at some point when determining if they'll accept an offer. (*Glassdoor*)
- 65% of people say they stay at their jobs primarily because of the company culture. (*Glassdoor*)
- Most leading companies site diversity as one of the most valuable aspects of company culture. (*Glassdoor*)
- Average employee performance in diverse organizations is 12% higher than performance at non-diverse organizations. (*Gartner*)
- In 2019, more than half of employees globally prioritized solid work culture over salary when deciding on a job position. (*Glassdoor*)

GETTING PAST IMPLICIT BIAS

Implicit bias refers to the attitudes or stereotypes that affect our understanding, actions, and decisions in an unconscious manner.

Hiring a diverse team requires pushing through the implicit biases we all have. These biases can lead

people to hire “mini-me” versions of themselves. Removing implicit bias from your hiring process starts early on and should be addressed at every step.

Things to consider:

Are you casting the net wide enough?

Experience doing certain kinds of work is important, but sometimes people with unusual backgrounds can bring fresh eyes to the task at hand.

SELF-REFLECT

If you have doubts about a candidate, figure out why, but be sure that these feelings are not because of an implicit bias.

Once you have been through the entire interviewing process, following most of the suggestions above, you must decide. Sometimes you can make the mistake of not listening to the doubts you had about the person you were interviewing. Sometimes whatever suspicion you had about their behavior during the interview process will be magnified 10 times after you hire them.

It is always a tricky balance in hiring. You may feel some pressure to fill the role quickly because the work must be done, or you are worried the slot may be taken away from you. So, you may want to hire one of the first people you meet. On the other hand, you cannot wait forever, endlessly interviewing people to find that perfect candidate.

After a certain point, it is time to trust the process and make a decision. Nobody has a perfect track record in hiring, but borrowing some of these strategies will help improve your chances of success.





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PGA OF CANADA ZONE OFFICES

Find out more about how a PGA of Canada professional can help your facility improve its service standards and financial performance. For further information on hiring guidelines, please contact your PGA of Canada Zone Office:

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